

## CHAPTER 6

### Headquarters and Headquarters Detachment

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#### ORGANIZATION AND MISSION

The FSB headquarters and headquarters detachment consists of a battalion headquarters and a headquarters detachment. As shown in Figure 6-1, the battalion headquarters has five sections: command, S1/personnel administration center, S2/S3, support operations, and S4. In addition, the HHD includes a unit ministry team.

The battalion headquarters performs the C2 functions and employs the C2 facilities discussed in Chapter 2. Generally, its mission includes—

- Command and control of organic and attached units.
- Command and control of all units in

the BSA for security and terrain management.

- Planning, directing, and supervising support provided by the FSB to division units in the brigade area.
- Coordination of support to corps units in the brigade area.
- Providing information and advice on FSB support to the commander and staff of the supported brigade and the DISCOM.
- Planning, directing, and supervising the administration, training, and internal logistics support for units organic and attached to the battalion.

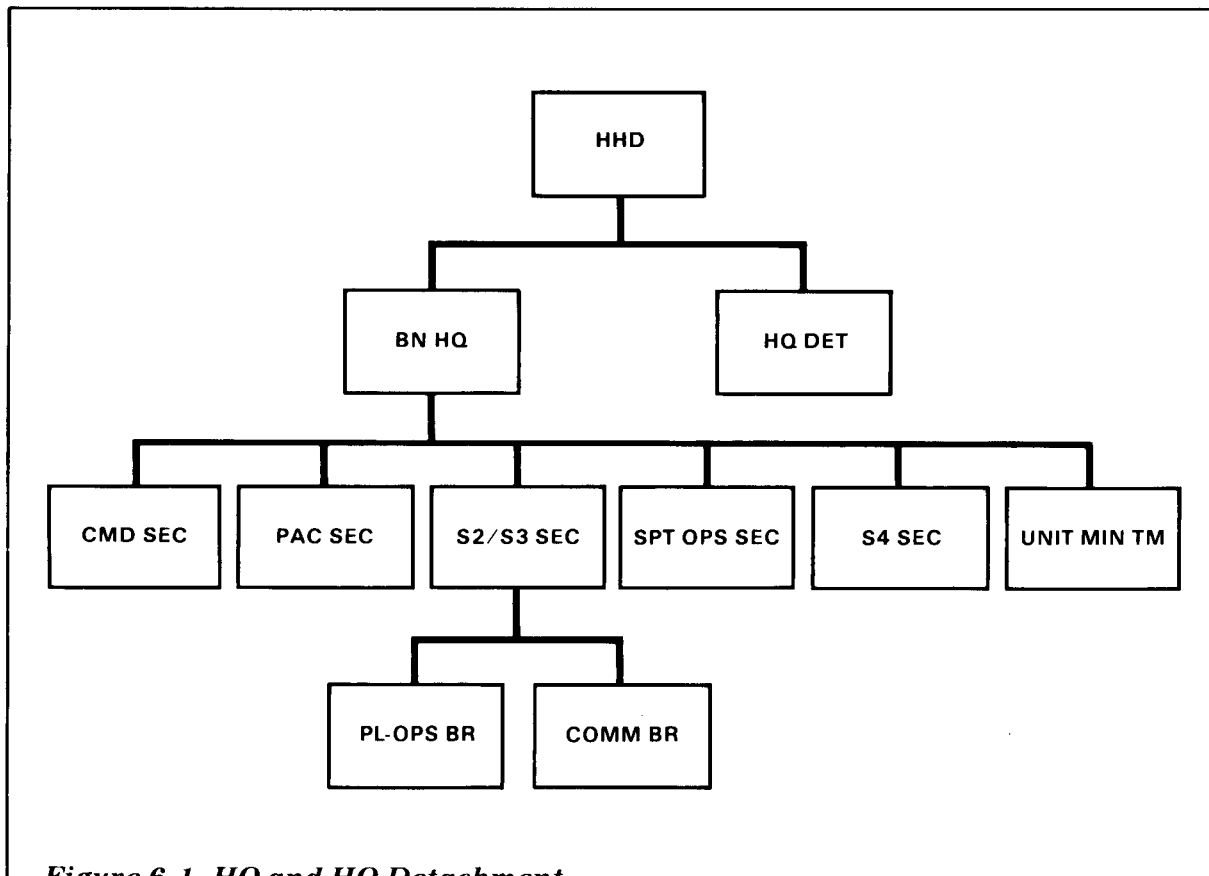
#### PERSONNEL AND SECTION FUNCTIONS

##### FSB COMMANDER

The FSB commander commands all units organic or attached to the battalion. He also has command and control of all elements in the BSA for security and terrain management. He provides subordinate elements with

clear missions, taskings, and statement of his intent.

As discussed in Chapter 3, upon receipt of a mission, the commander gives planning



**Figure 6-1. HQ and HQ Detachment**

guidance to his staff. Once he receives the required information from his staff, he restates the mission in a clear, concise statement of tasks to be done and the purpose to be achieved. He gives the staff specific courses of action to pursue and directs the S2/S3 to issue the warning order to subordinate elements.

The commander with his staff supervises the activities of subordinate units. They make sure that decisions, directives, and instructions are implemented and that the commander's intent is being fulfilled. The commander issues FRAGOs when changes are required. The FSB commander and staff also advise the brigade commander on FSB support as required.

#### EXECUTIVE OFFICER

The XO is the principal assistant to the battalion commander. As second in command, he must understand both the support operations and the non-CSS functions of the battalion. He supervises the FSB staff and coordinates assigned missions with subordinate unit commanders. In accordance with commander directives, he formulates staff operating policies. He also oversees the maintenance of the master policy file and supervises CP operations.

#### PERSONNEL ADMINISTRATION CENTER

The battalion S1 is the staff officer for the commander on all matters concerning human resources. He advises the FSB commander on administrative and personnel

matters. He has primary staff responsibility for coordinating personnel service support. This includes personnel, administrative, finance, religious, medical, public affairs, and legal support. The S1 develops the administration SOP for the battalion and with the S4 prepares the administration/logistics portion of the battalion tactical SOP. He participates in the OPORD process and develops administrative annex materials. He ensures personnel service support is fully coordinated with other staff elements. He pays particular attention to areas where close coordination is vital to the PAC mission. These areas include GRREG, transportation, and medical support. The S1 also functions as the FSB headquarters detachment commander.

The S1 is assisted by and directs the activities of the PAC section. This section consists of personnel services soldiers as well as a legal specialist and clerk typist. The S1 establishes the PAC area. Typically, the PAC colocates with the S4 section near the FSB CP. This allows cross-training of personnel and makes continuous operations easier. Guidance on PAC layouts is in TC 12-17. The S1 must also make sure PAC personnel understand their functions and internal PAC procedures. Primary PAC responsibilities focus on strength accounting, casualty reporting, and replacement operations. Other responsibilities include matters dealing with—

- Mail.
- Awards and decorations.
- Soldier pay.
- Military justice.
- EPWs and stragglers.
- Publications and forms.
- Hometown news releases.

- Distribution center operations.
- Preparation of soldiers for overseas movement.

The S1 coordinates preparation for overseas movement with the DISCOM S1, FSB company commanders, CSM, and other battalion staff officers. Medical records must be current, family care plans developed, identification cards and tags available, and security clearances checked. A thorough POM checklist is presented at Appendix Y of TC 12-17.

The PAC prepares the FSB personnel estimate. It projects personnel losses and replacement requirements based on the tactical situation. From the DISCOM S1, it gets the DISCOM personnel estimate which includes replacement projections. On the basis of this information, the S1 coordinates with the FSB commander who sets replacement priorities for the battalion. The PAC also provides the medical company with projected FSB casualties for evacuation planning.

The PAC maintains and processes personnel information through data input to the TACCS. Information received from subordinate and supported units in the form of hasty strength reports, casualty feeder reports, and battle roster updates form the basis for input to TACCS. This information updates the personnel summary and personnel requirement report as well as other SIDPERS input. The PAC prepares a task force personnel summary when subordinate units are task organized. The PAC sends strength reports to the DISCOM and provides the casualty feeder reports to the supporting personnel service company.

In support of the FSB personnel function, the S1 also monitors GRREG activities and reconciles casualty reports with GRREG records. He also coordinates requirements

with the S4 for GRREG items for FSB personnel. He also ensures proper next of kin notification procedures are followed.

Other functions of the PAC in support of the FSB include—

- Coordinate with the S2/S3, S4, and MP platoon leader on the location of EPW collection points.
- Process personnel replacements.
- Project numbers of EPWs and civilian internees.
- Determine total transportation requirements for losses, replacements, and EPWs, and submit transportation request to the S4.
- Provide administrative service, if tactical situation permits.
- Keep abreast of the tactical situation and be prepared to assume the role of the CP either in an emergency or during a BSA jump.
- Coordinate through the DISCOM S1 to obtain finance services support from the servicing finance support unit.
- Determine requirements for mail distribution.
- Coordinate and supervise postal operations.
- Coordinate morale welfare and recreation.
- Coordinate with the chaplain for religious services.
- Coordinate with the medical company commander and FSB S2/S3 to develop a combat lifesaver program for FSB personnel.
- Coordinate civil-military operations and law and order activities within the

FSB. Considerations include ensuring that civilian activities do not interfere with FSB operations, the FSB commander understands cultural implications, and the FSB fulfills legal obligations to the local population.

- Function as FSB public affairs officer when appointed by the commander.
- Coordinate with the medical clearing station for return to duty of FSB personnel.

### S2/S3 SECTION

The S2/S3 is the operations, intelligence, security, and training officer. He is responsible for internal FSB operations. The S2/S3 advises and assists the FSB commander in planning, coordinating, and supervising the communications, operations, training, security, and intelligence functions of the battalion. He informs the FSB commander on all IPB information. The S2/S3 supervises the FSB functions that are not classified as logistics or medical. However, his role and that of the support operations officer require that they maintain constant contact. The S2/S3 is responsible for writing and reviewing the battalion tactical SOP. The S2/S3 section consists of two branches—plans and operations branch and communications branch. Employment of the S2/S3 section is discussed in Chapter 2. Plans must be in place to displace the CP without interruption of S2/S3 activities.

#### Plans-Operations Branch

The plans-operations branch monitors the tactical operations of the FSB, makes recommendations to the commander, publishes orders, and supervises implementation of plans and orders. It maintains the current friendly and enemy situations. It obtains maps and prepares overlays. As discussed in Chapter 5, it positions units within the BSA

and plans BSA security which includes planning the equipment and personnel for the base cluster reaction force. Also, in coordination with the MP platoon leader, it develops and implements the traffic circulation plan for the BSA. The branch ensures the BSA security plan is integrated into the overall brigade rear operations plan. Guidance appears in FMs 55-30 and 19-4.

The NBC specialist in the branch monitors and assists in the employment of NBC teams. He receives, coordinates, analyzes, and evaluates NBC activity data. He develops response procedures for NBC defense and makes recommendations to the commander on MOPP levels. He also prepares NBC reports 1 through 6. More information on NBC operations is in Appendix B.

The branch also plans and coordinates tactical movements. It conducts route reconnaissance, supervises tactical road marches, receives closing reports, and supervises appropriate staff activities during movement. FSB movement is discussed in Appendix A.

The S2/S3 also establishes an S2 operations cell. It employs the IPB techniques detailed in Chapter 5. It also develops procedures for handling and using or disposing of enemy equipment and documents. It supervises the handling of enemy defectors and materiel, and monitors EPW collection point activities for the FSB. It also is responsible for obtaining classified maps required by FSB units.

Finally, this branch is responsible for the preparation of the following documents:

- Movement orders.
- Intelligence annex to orders.
- Daily intelligence summary for subordinate units.

- Operations estimates.
- Intelligence estimates updates.
- Paragraphs 2 and 3 of the FSB OPORD/OPLAN.
- Essential elements of information for inclusion into the OPORD.

### **Communications Branch**

This branch supervises COMSEC and CCI activities. It also installs, operates, and maintains communications equipment. This entails the establishment and operation of the net control station for the FSB net. It ensures communications links with higher, adjacent, subordinate, and supported units. The branch plans and implements backup means of communications and ensures radio communications exist during a move between the start point and release point, and along the route of march. It also develops and implements a BSA security communications system. FSB communications are addressed in Chapter 4.

### **SUPPORT OPERATIONS SECTION**

The support operations officer coordinates and provides technical supervision for the FSB's CSS mission. This mission includes DS supply, DS maintenance, health service support, and coordination of transportation and field services. In this capacity, the support operations officer advises the commander on requirements versus available assets. Requirements are determined in coordination with the brigade S4, the FSB S2/S3, and the logistics representatives for the other supported units. He provides input to the brigade S4 on the brigade logistics estimate and service support annex. Input for the annex is provided by the FSB support operations officer in the form of an external service support annex. The service support annex of the sample OPLAN in Appendix F

may be used as a sample for the external service support annex developed by the support operations officer. The support operations officer must ensure support remains at a level consistent with the type of tactical operation being conducted as discussed in Chapter 2. He plans and monitors support operations and makes necessary adjustments to ensure support requirements are met; for example, supported unit basic loads are replenished. He tracks available assets through the FSB companies and the brigade S4 and other supported units. He also keeps the DISCOM support operations branch abreast of the logistics and medical situation in the brigade area and requests backup support when requirements exceed capabilities. He coordinates additional support with the DISCOM support operations branch whether it comes from the MSB or corps. He recommends support priorities and ensures logistics SOPS are up-to-date and followed. He also coordinates with the FSB S2/S3 on the location of all support points within the BSA and ensures supported units are aware of the locations and time schedules for support operations. He prepares and distributes the external service support SOP which provides guidance to supported units on procedures involved in receiving support. He may become involved in coordinating host nation support with the G5 through the DISCOM headquarters. The support operations officer directs the activities of the support operations section.

The section has several specific functions in the area of supply and services. It coordinates supply distribution and services provision with the DISCOM as well as the brigade and other supported units. It monitors daily battle loss reports to anticipate requirements. Requirements that exceed FSB capabilities are coordinated with the DISCOM support operations branch. It also assesses the type of resupply operations

required. If airlift or airdrop is required in the BSA, it requests and coordinates the support as discussed in Chapter 7. The section monitors basic loads of maneuver battalions in coordination with the brigade S4 and makes distribution adjustments as required. The section coordinates with the brigade S4 and DAO representative on priority of class V supply and on locations of any ammunition prepositioned to support specific tactical operations. It monitors the CSR and basic loads of supported units. Field service support is requested through the DISCOM support operations branch. The section coordinates with the supply company and brigade S4 on locations and operations of field service augmentations. The section monitors activities in the brigade for compliance with the brigade service support annex.

In the maintenance area, the section recommends the allocation of resources in coordination with the maintenance company and supported units. This includes coordination of MST operations. It forecasts and monitors the work load for all equipment by types of equipment and devises the plans and policies for QSS, reparable exchange, and class IX operations. It monitors shop production and job status reports. It also monitors and reviews the ASL. It coordinates critical parts status with the DMMC. For unserviceable items, it generates disposition instructions on the basis of division and DISCOM commander guidance. Instructions include evacuation, cannibalization, and controlled exchange policies. With the brigade S4, it reviews backlogs on critical weapon systems. Additional support required is requested from the DISCOM support operations branch to maintain prescribed operational levels.

The section also has a role in transportation. It coordinates and monitors the movement of replenishment stocks and services for the FSB. It also coordinates backhaul of

equipment and supplies with the movements control officer and DMMC. Delivery priorities are coordinated with the brigade S4. When transportation requirements exceed the FSB's capability, it coordinates support with the movements control officer. It also anticipates and recommends MSRs to the movements control officer.

For health service support, the support operations section, assisted by the brigade surgeon/medical company commander, provides input to the service support annex on medical evacuation and hospitalization. Input covers class VIII supply, helicopter landing sites, priority of medical effort, and evacuation procedures. On the basis of projected WIA losses, the section plans treatment and evacuation. Plans are coordinated with supported units and the medical operations center in the DISCOM. The section monitors medical evacuation and treatment operations to ensure brigade needs are being met. It also monitors the level of medical assets available. If additional resources are required, it requests them through the DISCOM medical operations center.

The section performs several functions in addition to those support operations discussed above. These include—

- Coordinate support during moves. It notifies the brigade S4 and other supported units of new supply, maintenance, and medical points and operating times. It must also coordinate with the FSB S2/S3 on shuttle operations.
- Establish the section area after each move. Chapter 3 has details on the layout.
- Coordinate with the FSB S2/S3 on the NBC threat to assess the impact on all support operations and to develop an NBC contingency plan which includes

stocking of NBC equipment and supplies.

- Ensure section personnel assigned to the reaction and CP defense forces are identified and know their responsibilities.

#### **S4 SECTION**

The FSB S4 provides technical supervision and assistance for unit-level support within the battalion. He is responsible for preparing the logistics estimate and making recommendations to the commander on internal logistics activities. He also writes, in coordination with the S1, the service support annex to the FSB OPORD/OPLAN. He supervises personnel in the S4 section.

The S4 section supervises and monitors FSB company supply activities. It coordinates with them on locations of internal supply and services activities. It processes requests for class II, III, IV, V, and VII items to replenish basic loads of all FSB elements. It requests and issues all required CTA 50-900 items within the FSB. It monitors requests that FSB elements submit to the maintenance company for class IX items. The section also monitors the status for all battalion elements in the areas of class I, III, and V items and operational readiness of equipment. It prepares the class III forecast for the FSB and submits it to the support operations section. The section develops the battalion feeding plan and disseminates it among feeding and feeder elements.

The battalion maintenance technician coordinates FSB maintenance operations. He consolidates FSB unit maintenance reports. He provides the commander and other staff sections with equipment status reports for planning purposes. He also supervises controlled substitution in accordance with the commander's priorities. He monitors FSB PLLs and coordinates recovery of FSB equipment.

The S4 section coordinates with the S1 on unit strength and replacement data to project logistics requirements. Together they also ensure FSB replacements are issued all authorized equipment. The S4 also coordinates movement plans with the S2/S3 and monitors field feeding and sanitation activities within the FSB. He consolidates transportation requirements for FSB units and passes them to the support operations section. The S4 coordinates through the DISCOM S4 to obtain payment support for local procurement and imprest fund operations from the servicing corps finance support unit.

S4 section supply personnel also function as the FSB headquarters detachment armorer and supply sergeant.

### **HEADQUARTERS DETACHMENT**

The headquarters detachment is responsible for billeting, discipline, security, training, and administration of personnel assigned to the HHD. The S1 serves as the detachment commander, and all positions in the detachment other than food service personnel are additional duty assignments for personnel in the battalion headquarters.

Functions of the detachment consist of the following:

- Ensure load plans are maintained.
- Provide food service support for the FSB (less medical company) and selected other units in the BSA. (Note: This function and assets to perform it have been transferred from the supply company.)
- Perform route reconnaissance.
- Organize unit for movement and issue movement orders to HHD personnel.
- Request additional transportation.

- Coordinate with the S2/S3 on the quartering party.
- Provide C2 of HHD in response to air or ground attack.
- Identify elements of and plan use of base defense forces for CP security.
- Establish communications with LP/OPs.
- Determine placement of NBC assets in the headquarters area.
- Ensure HHD logistics support is provided.

### **UNIT MINISTRY TEAM**

The unit ministry team provides religious support. The UMT consists of the chaplain and chaplain assistant. The team provides religious support forward to the smallest groups and teams in accordance with the doctrine detailed in FM 16-5.

The commander is responsible for the religious program in his unit. The UMT will implement the command religious program by providing religious support to ensure the free exercise of religion. Religious support consists of rites, sacraments, ordinances, services, and pastoral care.

The UMT provides input to the personnel estimate and provides a religious support annex to the OPORD. Additional UMT functions are—

- To advise the commander on the role of indigenous religions in the area of operations.
- To identify and provide pastoral care to battle fatigue casualties.
- To advise the commander on morals and morale as affected by religion.